



MISSOURI TRAINING AND EMPLOYMENT COUNCIL

Bob Holden, Governor

The National Governors Association Academy on Creating the Next Generation of Workforce Development

Second Workforce Policy Academy Meeting
September 29-October 1, 2003

Implementation Plan Outline

I. Your Vision for the next generation of Workforce Development Policy in your state. – Describe what you want it to be, not what it is now. Describe the outcomes or successful results the state team hopes to achieve.

- What are the desired outcomes for current and future workers and employers?
 - **Missouri will build and sustain a vigorous economy through a highly skilled and globally competitive workforce that allows all Missourians the opportunity to reach their full potential and Missouri firms to be profitable.**
- How will state policies and programs change to achieve these outcomes?
 - **The three major sectors of Missouri's workforce investment system [workforce (supply), business (demand) and education/training (capacity building)], will implement policies, plans and standards that bridge gaps and strengthen the interdependence among system sectors to ensure growth in Missouri's human capital, and thereby growth in Missouri's economy.**
 - **Missouri's full integration of workforce and economic development functions will result in better outcomes for students, job seekers and businesses and will be evidenced by an increase in market share for the public workforce investment system.**
 - **The education system will be highly responsive to the needs of business and industry, while preparing youth to be competitive in the workforce.**
 - **Missouri government will be a catalyst for creating productive partnerships that focus on identifying a common set of essential and technical skills needed by business.**
 - **Through effective business/education partnerships, performance testing, innovative capacity building, career academies, or promoting literacy, Missouri will be effective at equipping students with the knowledge and skills needed to compete in the workplace.**
 - **Missouri will build effective bridges between our students and careers in Missouri's new economy.**
 - **Missouri will deploy a portable certification system that meets business standards and allows youth and adult learners to demonstrate their knowledge and skills.**

- **Missouri will deploy an integrated response to educational, workforce and economic issues.**
- **State agencies will mine existing databases to provide an integrated picture of economic, workforce and education information.**
- What changes must occur in local communities to achieve these outcomes?
 - **Quality customer service can be best achieved through community-based decision making that is based on timely labor market information.**
 - **Missouri government will collaborate with Workforce Investment Boards, Regional Technical Education Councils and Missouri Employer Committees, to conduct supply and demand gap/surplus analyses (see Attachment A) for each of the fourteen workforce investment areas. These analyses will identify the skills needed for locally targeted industries and provide a foundation for local policy and operational decisions.**
 - **Local educational institutions will be provided the set of essential and technical skills needed by business and industry, as well as results from their local supply and demand gap analysis. This information can be used to design curricula and counsel students regarding their career choices.**
 - **Missouri Career Centers will proactively refer people to vocational education training and community colleges.**
 - **Just-in-time skill-based education and training will be provided by Missouri's education system to ensure the development of a skilled workforce that commands higher wages.**
 - **The Missouri Career Centers will provide timely referrals of qualified candidates for employers' job openings and thereby improve business competitiveness.**
- How will state policy allow for differences across the state?
 - **The Missouri Training and Employment Council will establish policies, plans and standards that will promote best practices that are customized to the unique characteristics of local regions/communities through local decision-making.**

II. Your Current Reality – (Describe what your state's current policies, programs and systems look like now.)

- What are the compelling challenges and issues that suggest you need to change state policies, systems and programs? What are the causes that contribute to these problems?
 - **While state agencies have worked diligently to improve results for their own customers, until recently, a lack of integration has stymied the full realization of an empowered workforce investment system that is capable of generating improved results for Missouri students, job seekers and businesses.**
 - **While improving, the Missouri Assessment Program test scores of Missouri students are below targeted levels and the percentage of students requiring remedial post-secondary education/training is also too high.**
 - **As with many states, Missouri has experienced General Revenue shortfalls over the past several years. These shortfalls have resulted in downsizing of state government and**

elimination of programs. It is anticipated that Missouri will continue to operate on reduced revenues over the next several years.

- To what extent are the state workforce, education, welfare and economic development (and other) systems positioned to address these challenges?
 - **Missouri state agencies responsible for workforce, education, welfare and economic development are committed to full integration of their efforts to ensure improved outcomes for students, job seekers and businesses.**
 - **The Missouri Training and Employment Council, Missouri Board of Higher Education, Missouri Board of Elementary and Secondary Education and the Governor's Business/Education Roundtable are sharing drafts of reform proposals with each other to ensure that system reforms are truly integrated.**
- How is each system held accountable?
 - **Currently, each agency reports meaningful performance measures to the Missouri Training and Employment Council, Governor, General Assembly and the public.**
 - **Since 1997, a set of seven workforce system performance measures has been documented through reporting of the Missouri Career Centers. This information is provide annually to the Missouri Training and Employment Council and used for planning purposes.**
- What impact does state policy have on local communities taking action to address these challenges?
 - **Local Workforce Investment Boards and Missouri Career Centers have been supportive and responsive to the state's initiative to reform the workforce investment system through and integration of workforce programs.**
- What impact does state policy have on private sector organizations taking action to address these challenges?
 - **The reforms underway are engaging the private sector in an ever-broadening dialog regarding how the workforce investment system can be reengineered to be highly responsive to the needs of business. This is evidenced through the Missouri Career Centers' and Missouri Great Hires increasing market share.**
- Are key actors at the state level ready to move forward? Are local communities ready to move forward? How can the state assist?
 - **Yes, there is evidence that influential people at the state, regional and local levels are willing to reform the system to ensure better outcomes for students, job seekers and businesses.**
 - **The most effective manner in which the state can assist is to continue integration and provide regions and communities the analytical data needed for meaningful policy and operational decision-making.**

III. Priority Goals – (Describe what you need to accomplish in order to move toward your vision.)

- What aspects of the overall situation in your state do you plan to address?
 - Missouri has identified the following as important steps to achieving its vision for Missouri's citizens and businesses:
 - Development of the State of Missouri's Workforce Report;
 - Deployment of the Missouri Workforce System Scorecard;
 - Identification of essential and technical skills needed by business/industry;
 - Increasing referrals from Missouri Career Centers to vocational education and community colleges; and
 - Community college realignment.
 - Missouri State government will also collaborate with Workforce Investment Boards, Regional Technical Education Councils and Missouri Employer Committees, to conduct supply and demand gap/surplus analyses for each of the fourteen workforce investment areas. These analyses will identify the skills needed for locally targeted industries and provide a foundation for local policy and operational decisions.
 - The State of Missouri's Workforce report will include system reform recommendations for which implementation plans will have to be developed and acted upon.
- What results do you want to achieve in the next three to five years?
 - Missouri will fully integrate its workforce investment system.
 - Upon completion of a State of Missouri's Workforce report, Missouri will develop a state of the workforce report for each workforce investment region in the state – targeted completion date of December 2004.
 - Semi-annual publication of the State of Missouri's Workforce to report of the progress of implementing workforce investment system reforms to the Governor and General Assembly – 2005, 2007, 2009.
 - Missouri's education system will develop additional productive partnerships with businesses and associations aimed at improving the capabilities of
 - Missouri Career Centers will be highly responsive to the needs of students, job seekers and businesses.
 - The public workforce investment system will increase its market share and provide a high return on investment.
 - Missouri state agencies will provide timely and accurate information to local Workforce Investment Boards, Et al.
- What evidence or benchmarks (indicators) do you need to achieve in order to know that you are making progress? How will you collect this information?
 - Missouri's workforce investment system scorecard (rough draft – Attachment B) will track progress toward our vision.
 - Missouri will continue to measure and report the performance of particular programs.

- What can you realistically expect to accomplish in the short-term (six months to two years)?
 - In October 2003, the Missouri Workforce Investment Resources to the General Assembly.
 - In December 2003, the Missouri Training and Employment Council will deliver the State of Missouri's Workforce, including specific recommendations for system reform and a system performance scorecard to the Governor and then to the General Assembly in January 2004.
 - Missouri's NGA Workforce Policy Academy Team will begin working with the Workforce Investment Boards to develop state of the workforce reports for each workforce investment region.
 - Missouri will deploy supply/demand gap analyses for each workforce investment region in the state.
 - Missouri will deploy a revised Great Hires job matching system in 2004 to better meet the needs of students, job seekers and businesses.
- How will the achievement of your short-term goals help you realize your long-term goals?
 - Each of the short-term goals is directly linked to Missouri's long-term goals to ensure incremental system reform and realization of Missouri's vision for students, job seekers and businesses.

IV. Strategies and Actions – (Describe what you are going to do to accomplish your goals.)

- What do states and communities need to do in order to reach the desired outcomes for individuals and employers?
 - The Missouri Training and Employment Council and Missouri's Workforce Policy Academy Team has begun a process of engaging, businesses, system administrators and system practitioners in a dialog regarding reforming the workforce investment system. While this effort has been productive thus far, state and local participants must continue to be receptive to making their agencies/organizations highly responsive to the needs of individuals and businesses.
- What specific actions must you take to overcome identified barriers and move toward your vision?
 - Missouri must eliminate systemic barriers to effective partnering among state and local agencies.
 - Upon identifying the essential and technical skills needed by business and industry, Missouri's entire workforce investments system (including the education system) must reform business practices to become highly responsive.
 - To maintain a skilled and competitive workforce, Missouri must increase its investment in targeted skills-based training. Missouri's two customized training programs have effectively targeted new economy industries and provided skills-based training. Other states are dramatically increasing funding of training programs. Missouri must respond to remain competitive.

- What are the interim measures you will use to show desired results from these specific actions?
 - **Measurements will include a determination regarding whether reports and analyses are delivered to state and local decision-makers.**
 - **Individual Scorecard measures will also reflect the positive results of full integration (see Attachment B).**
- Who is responsible for taking action? What responsibilities will each agency (organization) represented on your state team take on? Who else will have responsibilities?
 - **In collaboration with business, organized labor, system practitioners and others, the Missouri Training and Employment Council is responsible for providing leadership by developing systemic policies, plans and standards that promote best practices.**
 - **State and local agency administrators are responsible for the programmatic response to statewide policies, plans and standards.**
 - **Each of the key agencies are represented.**
- What is your timeline for initiating and completing the actions?
 - **See Section III questions 2 and 4 above.**

V. Communication Strategies – (Describe how you will get buy-in and support for this plan from key stakeholders.)

- What steps do you plan to get the Governor's support of this plan?
 - **In December 2003, the Missouri Training and Employment Council will deliver the State of Missouri's Workforce, including specific recommendations for system reform and Missouri's workforce system performance scorecard, to the Governor.**
 - **Additional elements to be added at the September 29th NGA Workforce Policy Academy Meeting.**
- Who are other key stakeholders in your state that must support this plan if it is to succeed?
 - **Key stakeholders include the General Assembly, Missouri Training and Employment Council, Board of Higher Education, Board of Elementary and Secondary Education, local Workforce Investment Boards, Targeted Industry Councils, Regional Technical Education Councils, Missouri Employer Committees, Missouri's universities, community colleges, vocational education schools, State and local agency administrators, as well as the students, job seekers and businesses served by the system. Additional stakeholders to be identified during the September 29th NGA Workforce Policy Academy Meeting.**
- What action steps do you plan to take to get their buy-in? How do you plan to sustain their support over time?
 - **Elements to be added at the September 29th NGA Workforce Policy Academy Meeting.**

- Who is responsible for each action step?
 - **Elements to be added at the September 29th NGA Workforce Policy Academy Meeting.**
- What is the timeline?
 - **Elements to be added at the September 29th NGA Workforce Policy Academy Meeting.**